

# **Managing Relationships With Project Stakeholders**

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***Software Process Improvement (SPI) Project***

# Purpose and Objectives

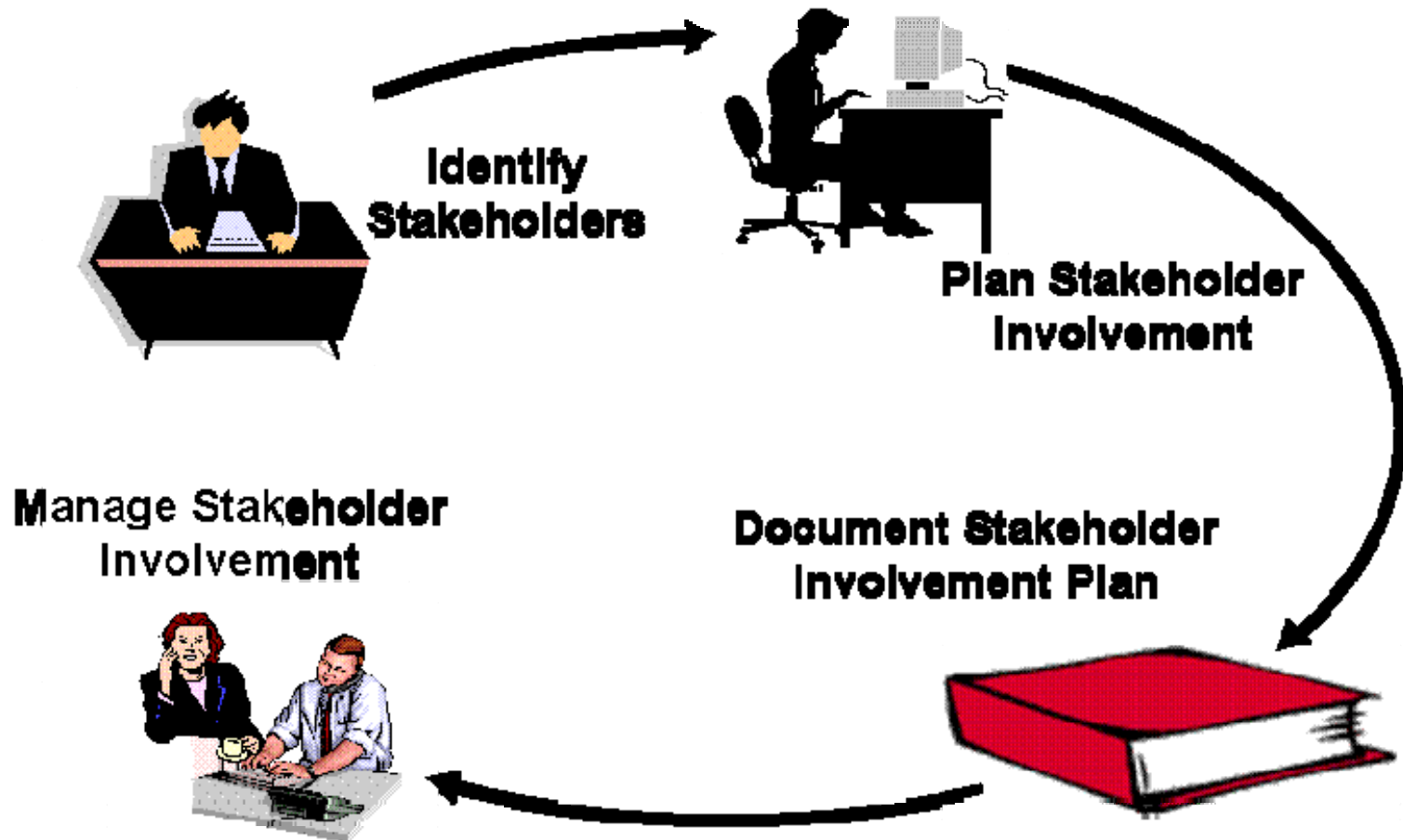
- **Purpose:** To help you understand how to define stakeholders and how to manage stakeholder involvement and relationships
- **Objective - After this session you should understand:**
  - What steps you need to take to plan and manage stakeholder involvement
  - What the “Triangle of Expectations” is
  - How to manage expectations from the viewpoint of the Team Lead

# What Is a Stakeholder?

- **Two definitions of a stakeholder:**
  - **One who has an interest or share in your project**
  - **One who is identified for involvement in specified activities and is included in an appropriate plan**

*View your stakeholders as those who influence, or are influenced by, some aspect of the project.*

# The Stakeholder Management Process



# Identify Key Stakeholders and Plan Their Involvement

- **Determine the key roles within your team that are needed to support team activities ... these are internal stakeholder roles (e.g., developers)**
- **Determine what key roles external to your team are needed to support team activities ... these are external stakeholders roles (e.g., branch managers)**
- **Define the expected stakeholder involvement**
  - What activities stakeholders are involved in
  - The type of involvement expected from each stakeholder for each activity
  - What artifacts will result from the involvement
- **Obtain stakeholder buy-in to involvement plans**
- **Document the involvement plan in a Stakeholder Involvement Table**

**\*<http://software.gsfc.nasa.gov/tools.cfm>**

## Tailor the Stakeholders and activities for your project ...

## At least one activity per process area

**then plan the involvement types...**

**then plan what artifacts  
you might collect**

Project Stakeholder Process Involvement Table											
	Internal Stakeholders			External Stakeholders							
Involvement type:  Approval (A) Primary (P) Provide Input (I) Monitor (M) Review (R)	Team Lead	Developers	Testers	Configuration Manager	PPQA Personnel	SPI Quick Look Team	Branch Management	Project Systems Engineer	Instrument Manager	Principal Investigator	Involvement Artifacts
Project Planning											
Product Plan Review	P	I	I		I	R	A	A	A	R	Emails about reviews; Review comments; Product Plan drafts, revisions, and final document; signature page of baselined document
Project Monitoring and Control											
Branch Status Reviews (BSRs)	P	I	I	I	I		R				BSR attendance sheets, BSR minutes, and action items
Milestones Reviews	P	I	I								Life cycle review attendance sheets and RFA forms

# Manage Stakeholder Involvement

- **Monitor stakeholder involvement against the plan**
  - Make sure required stakeholders are listed in meeting minutes
  - Take action when required stakeholders are not represented (e.g., send meeting minutes – if necessary, reschedule meeting)
  - Document your actions
- **Manage stakeholder involvement by using...**
  - Scheduled or agreed upon coordination
  - Procedures and controls
  - Education ... educate them so they understand what's expected
  - Their management
- **Use stakeholder language when communicating with them**
- **Provide regular feedback/reassurance**
- **Be positive, patient, and gracious**
- **Report any stakeholder issues you can't resolve**

# Track Stakeholder Involvement Using the Stakeholder Involvement Tool Log

- The tool provides a monitoring log to help ensure that stakeholder participation is taking place.
- Assess stakeholder involvement and document the results in the log at least monthly
- Document primarily by exception, for example:
  - *“The Principal Investigator for instrument X has not been attending requirements meetings. We send him the requirements as we document them.”*
  - *“Stakeholder participation has been consistent with the plan.”*
- If there are problems, address them with the stakeholder

Date	Stakeholder Involvement Status



# The Team Lead's Triangle of Expectations



## Your Team – Management – Other Stakeholders



- Each has expectations of the Team Lead
- Relationships exist between each set of stakeholders as well as with the Team Lead
- The Team Lead must manage all of the relationships
  - Awareness
  - Anticipation
  - Action

# Managing the Relationship With Management Stakeholders

- **Get management buy-in and commitment for plans**
- **Make sure you don't "Surprise" management**
- **Offer alternative solutions to problems**
- **Push back when challenged**
- **Accommodate their reporting needs**
- **Be sensitive to their political position**
- **Defend your team, but be prepared to admit problems or mistakes**
- **Use caution in going over the head of your management**

# Managing the Relationship With “Other External Stakeholders”

- **Focus on monitoring and controlling their involvement**
  - **Know who the “others” are ... Customers, Users, Contractors, other projects, etc.**
  - **Make sure information is exchanged when necessary**
  - **Beware of any expansion of scope (adding or modifying requirements) without due process**
  - **Don’t let other stakeholders direct your team**
  - **Respond quickly to questions and address issues promptly**
  - **Stay alert to potential problems with acceptance**
  - **Document oral agreements reached during meetings or phone calls**
  - **And remember ... you, too, are somebody’s stakeholder, so be responsive to them**

# Managing the Relationship With Team Stakeholders

- **Make sure team members know their roles and responsibilities, the project schedule, and the project processes**
- **Ask for your team's input ... listen to them**
- **Make the final decisions ... a project cannot be run as a democracy**
- **Develop a reputation for being firm yet fair**
- **Use positive reinforcement**
- **Make the project a rewarding experience for your team ... be a teacher as well as a leader**

# Manage Yourself as a Stakeholder

- **Act as the buffer for all criticism from above or outside the team**
- **Accept responsibility for all project problems**
- **Let all praise bypass you and go directly to the team**
- **Find opportunities to praise your staff in public**

# ***ACCOUNTABILITY***

***“Thou shalt assign specific tasks that have defined deliverables and due dates***

***...and obtain acceptance of that task from the assignee***

***...and then ensure that both parties keep to the agreement!!”***

# Summary - Manage Stakeholder Relationships



- Identify your stakeholders up front
- Identify the involvement you expect from each stakeholder up front – and get their agreement on it
- Document your stakeholder involvement plan and then manage the involvement throughout the project
  - Manage communication and relationships
  - Focus actions on priorities and risks
  - Reward and model behavior you want to encourage
  - Respect the individual



# *Questions?*